

# **The Effect of Financial Compensation & Non-financial Compensation on Employee Performance at PT Pelabuhan Indonesia III (Persero) East Java Region**

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## **Abstract**

The purpose of this study was to analyze the partial effect of financial compensation and non-financial compensation on employee performance at PT Pelabuhan Indonesia III (Persero) Regional East Java. This study explains the effect of financial and non-financial compensation on employee performance at PT Pelabuhan Indonesia II (Persero) Regional East Java using data from questionnaire results. In this study, the population used was the employees of the PT Pelabuhan Indonesia III company, with the research sample set as many as 67 respondents, namely employees of PT Pelabuhan Indonesia III. The analysis employed was the multiple linear regression analysis. Multiple linear regression analysis can be used to analyze the effect of independent variables (financial and non-financial compensation) on employee performance as the dependent variable. Based on the analysis of the research results, it can be concluded as follows: Financial Compensation has a positive and partially significant effect on the Employee Performance of PT Pelabuhan Indonesia III (Persero) Regional East Java; Non-financial compensation has a positive and significant effect partially on the performance of employees of PT Pelabuhan Indonesia III (Persero) East Java Region; Financial Compensation and Non-financial Compensation have a positive and significant simultaneously on the Performance of Employees of PT Pelabuhan Indonesia III (Persero) East Java Region.

## **Keywords:**

Employee Performance, Financial Compensation, Non-financial Compensation.

## **1. Introduction**

An organization is formed with various supporting resources to achieve the goals of the organization. Likewise, PT Pelabuhan Indonesia III (Persero) is a State-Owned Enterprise (BUMN) that administers port services in seven Indonesian provinces. With its headquarters in Surabaya, it grows into a company that plays an essential role in driving the Indonesian economy via port management, to facilitate the seamless flow of national logistics. As a company that was founded 27 years ago, Pelindo III has developed various sectors that support the company's performance by maximizing the company's resources and assets to achieve company goals most effectively and efficiently. Various resources including activities in the internal environment and the company's operations have carried out various integrated developments, one of which includes the development of the Human Resources sector. According to Tewu (2015), Human Resources is defined as integrated expertise derived from the power of thought and physical power possessed by everyone who does it, and its nature is still carried out in close relationships such as descent and the environment, while work performance is motivated by a desire to fulfill its wishes. So, in this case, Pelindo III employees, as HR assets that play a key role in accomplishing company goals, are one of the significant assets possessed by the company that is expected to be able to ensure the company's continued existence and development to run its business sector.

Pelindo III employees are company assets that have been successfully obtained through various stages of employee selection, including the recruiting process. After completing the recruiting stage, the employee will give the best performance for the company, both in the form of ideas or concepts, as well as energy and time to increase the company's overall performance. From the performance produced and shown by Pelindo III employees, there is a motivation from employees who aspire to get reciprocity and rights from the company to meet the necessities of life, which is commonly referred to as compensation. According to Hasibuan (Firmansyah et al., 2021) Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

The management of PT Pelabuhan Indonesia III (Persero) has regulated all forms of compensation in the company's policies in the form of a board of directors regulations, including several matters of compensation for

employees which are also regulated in the Collective Labor Agreement (CLA) which is an agreement between Pelindo III Management and the Pelindo III Workers Union, among others the provision of remuneration, periodic income increases, health benefits, and gathering activities for employees, including those currently being developed related to employee performance appraisals conducted every month and the results of the performance appraisal, will determine the amount of employee performance allowances that will be obtained for the following month.

Since the outbreak of the Covid-19 pandemic in January 2020, ship docking activities at PT Pelabuhan Indonesia III (Persero), particularly the Tanjung Perak Surabaya Branch, have seen a significant decrease in operational activities, as measured by the average number of cruise ships docking at Tanjung Perak Port. Since the implementation of the Large-Scale Social Restrictions (PSBB) in Surabaya, cruise ships that dock is very constrained, implying that work productivity has dropped. In addition, since the pandemic, the work activities of employees at Pelindo III have implemented a system that supports the work flexibility of employees, namely work from home (WFH) with a work schedule that has been determined by the HR department.

Looking at the facts above, Pelindo III Management has been very concerned about work support facilities in the form of providing compensation for employees, both financial and non-financial, as stated in the company's policy to provide feedback on employee performance. Harijanto (2010) suggests that performance is the result of work that can be achieved by a person or group of people in an organization to achieve organizational goals within a certain period.

Several forms of compensation provided by Pelindo III Management to Pelindo III employees are quite complete and have implemented compensation rules, so the company also hopes for an increase in performance that is commensurate with the compensation received by employees. However, the existing condition is that there are still employees who commit disciplinary violations, such as there are still employees who are disorganized with working hours, coming late to the office, not being present during working hours for no particular reason (be absent) and some employees are reluctant to face changes. Furthermore, with limited movement space, such as the current pandemic conditions, there are still some employees who have the option to work from home, it is difficult to contact when coordination of work problems is needed, and there are still some employees who do not attend meetings or discussions related to work done online. This condition will hinder the process of completing work, especially those related to team coordination. Therefore, as a writer, I am interested in examining the effect of financial compensation and non-financial compensation on the effectiveness of the performance of PT Pelabuhan Indonesia III (Persero) East Java Regional employees.

### **1.1. Financial Compensation**

According to Bangun (2012), financial compensation is a form of compensation paid to employees in the form of money and services they contribute to the company. Sutrisno (2009), financial compensation is compensation that is directly submitted by the company to its employees in the form of wages or bonuses. Sunyoto (2012), financial compensation is something that is received by employees in the form of salaries, wages, bonuses, premiums, holiday allowances, old-age benefits, medical or health insurance, insurance, and other similar paid by the organization.

Financial compensation is the main thing in providing compensation. Rivai & Sagala (2011) say that financial compensation is a reward given by the company to employees in the form of money. Meanwhile, Simamora (2014) suggests that financial compensation consists of financial rewards and intangible services, as well as benefits received by employees as a form of an employment relationship. Based on some of the research above, it can be said that financial compensation is a cost in the form of money that must be paid by the company to employees in return for services provided by employees to the company (Rivai, 2009). There are three indicators of direct financial compensation according to Rivai & Sagala (2011), namely: (1) salary (2) bonus (3) incentive. Indirect financial compensation according to Rivai & Sagala (2011) is additional compensation given in the form of money whose payments are not directly paid to employees, including insurance programs, benefits, pensions, treatment, vacations, and social security.

### **1.2. Non-Financial Compensation**

In addition to financial compensation, there is also non-financial compensation. According to Simamora (2006), non-financial compensation consists of the satisfaction obtained by a person from the work itself, or from the psychological and/or physical environment in which the person works. According to Riva'i (2004), non-financial compensation is a form of compensation given to employees other than in forms other than money.

### 1.3. Performance

Etymologically, performance has the same meaning as work performance. According to Mangkunegara (2005), "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to the company". Swasto (2011), explains that "Performance is actions or implementation of tasks that have been completed by a person or group of people within a certain period and can be measured". Meanwhile, according to Gomes in Mangkunegara (A. P. Mangkunegara & Prabu, 2005), employee performance as an expression such as output, efficiency, and effectiveness are often associated with productivity".

Table 1 Matrix of Previous Research

No.	Article Title and Journal Source	Research result
1.	The Effect of Financial Compensation, Job Satisfaction, and Organizational Culture on Employee Performance of PT Kereta Api Indonesia (Persero) Daop 6 Yogyakarta During the Organizational Transformation in the Ignasius Jonan Era  ISEI Business & Management Review Vol. III, No. 2, September 2019	The results of multiple linear regression analysis show that job satisfaction and organizational culture have a positive effect on employee performance, while compensation does not affect employee performance.
2.	The Effect of Compensation and Leadership on Employee Performance Through Job Satisfaction at PT Angkasa Pura Supports  Journal of STIE Mahardhika Surabaya. (2019)	After testing the proposed hypothesis, the results obtained that compensation and leadership variables affect employee performance through job satisfaction partially.
3.	The Effect of Financial Compensation and Non-Financial Compensation on Employee Performance at PT Angkasa Pura I Journal of IPTA ISSN: 2338-8633 Vol. 4 No. 2, 2016	Through the results of multiple linear regression, it is known that the variables of financial compensation and non-financial compensation affect employee performance
4.	The Effect of Discipline and Work Motivation on Employee Performance at the PT Angkasa Pura II Terminal Operation Center Service Scientific Journal of Management and Business Faculty of Economics and Business, Mercu Buana University Jakarta, Vol. 2, No. 1, March 2016	The results of the study show the effect of Discipline and Work Motivation together (simultaneously) on Employee Performance
5.	The Effect of Compensation, Work Motivation and Work Environment on Employee Performance at PT Pelabuhan Indonesia III (PERSERO) Semarang Container Terminal  Diponegoro Journal of Social and Politic 2014, Page 1-9	The results show that compensation affects employee performance, work motivation affects employee performance and the work environment affects employee performance. Compensation, work motivation, and work environment together affect employee performance.

### 1.4. The Relationship between Financial Compensation and Non-Financial Compensation on Employee Performance

Financial compensation and non-financial compensation are rewards from the company to be given to employees for their services in carrying out their work and responsibilities. The company's goal in providing compensation is to create awareness in working among employees so that they can work together with the company. The company also hopes that with financial and non-financial compensation, employees can perform

and produce better work to produce a good performance. In addition, the provision of financial and non-financial compensation aims to help employees meet their daily needs, as well as increase employee motivation in completing the tasks that are their responsibility.

Important factors to improve employee performance by providing financial compensation and non-financial compensation can be in the form of salaries, incentives, bonuses, allowances, job, and work environment. The size of the financial and non-financial compensation can affect the level of employee performance. The greater the compensation received, the employees will be more active to work.

Thus the formulation of the problem can be turned into a plot that describes the framework of thought as follows:

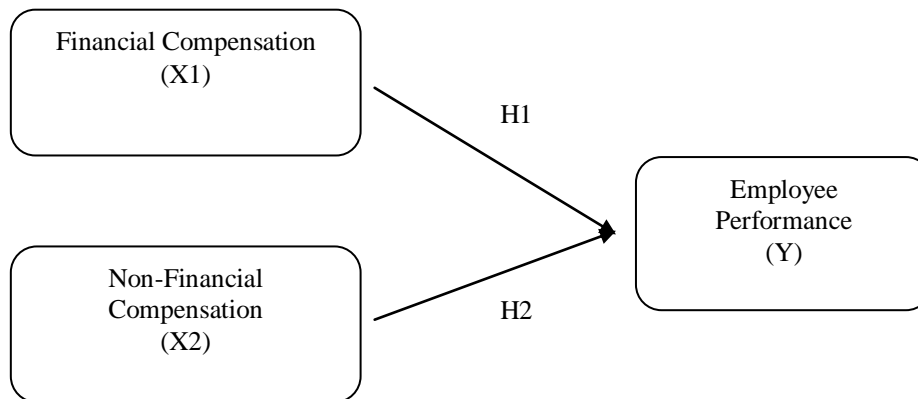


Figure 1. Conceptual Framework

## 2. Methodology

The research method used by the author in this research is quantitative research. A quantitative approach is an approach that uses data in the form of numeric or numbers. The numeric or numbers have been scored through the scoring process. Following its form, quantitative data can be processed and then analyzed using statistical or mathematical calculation techniques. This study explains the effect of financial and non-financial compensation on employee performance at PT Pelabuhan Indonesia II (Persero) Regional East Java using data from questionnaire results.

In this study, the population used were employees at PT Pelabuhan Indonesia III (Persero) Regional East Java as many as 200 people, with the following criteria:

1. Permanent/organic employees of PT Pelabuhan Indonesia III (Persero);
2. Minimum working period of 2 years;
3. Not currently serving a disciplinary sentence;

The sample is a part of the number and characteristics possessed by the population (Sugiyono, 2017). The sampling technique used purposive sampling, namely the technique of determining the sample based on the research objectives (Sugiyono, 2013:155).

### 2.1. Types, Sources, and Techniques of Data Collection

#### 1. Primary Data

Primary data were obtained by conducting observations and questionnaires distributed to respondents who were the sample in this study with the title the effect of financial and non-financial compensation on the performance of employees of PT Pelabuhan Indonesia III (Persero) Regional East Java.

#### 2. Secondary Data

Secondary data was obtained by collecting data from PT Pelabuhan Indonesia III (Persero) Regional East Java covering data on turnover, employee age, employee education level, number of employees, performance achievement, and company profile. Secondary data were also obtained from libraries and internet media. Data were obtained from the company and several related documents.

#### 3. Data Collection Technique

- a. Questionnaire

In this study, researchers distributed direct questionnaires to employees at PT Pelabuhan Indonesia III (Persero) Regional East Java to find out respondents' opinions about the effect of financial and non-financial compensation on employee performance.

#### b. Literature Study

A literature study is a method of collecting data obtained from books, previous research journals, and other literature that has to do with research material. In this study, the literature study obtained is used as a theoretical basis and learning about the effect of financial and non-financial compensation on employee performance.

### 3. Result and Discussion

#### 3.1. Result

##### 1. First stage

A validity test is carried out to determine the extent to which the measuring instrument (questionnaire) measures what is desired. Whether or not the measuring instrument is valid can be tested by correlating the score obtained on each question item with the total score obtained from the sum of all the question scores.

If the correlation between the total score and the score of each question is significant, it can be said that the measuring instrument is valid. The basis for decision making according to (Santoso, 2002:277) :

- a. If the value of  $r_{\text{count}} > r_{\text{table}}$  then the item can be said to be valid.
- b. If  $r_{\text{count}} < r_{\text{table}}$ , then the item is invalid.

Looking for the value of  $r_{\text{table}}$  with  $N = 67$  then using the formula  $df = N - 2$  to produce  $67 - 2 = 65$ , can be taken  $r_{\text{table}}$  data with a significance level of 5% of 0.2404

The following table indicates the correlation coefficient of each question from Variable X1 (Financial Compensation), which demonstrates the validity value of the question in consideration.

Table 2 Question validity from Variable X1 (Financial Compensation)

Item	r count	r table	Information
X1.1	0,625	0,2404	Valid
X1.2	0,436	0,2404	Valid
X1.3	0,608	0,2404	Valid
X1.4	0,446	0,2404	Valid
X1.5	0,620	0,2404	Valid
X1.6	0,535	0,2404	Valid
X1.7	0,694	0,2404	Valid

The following table indicates the correlation coefficient of each question from Variable X2 (Non-financial Compensation), which demonstrates the validity value of the question in consideration.

Table 3 Questions validity from Variable X2 (Non-financial Compensation)

Item	r count	r table	Information
X2.1	0,246	0,2404	Valid
X2.2	0,348	0,2404	Valid
X2.3	0,442	0,2404	Valid
X2.4	0,539	0,2404	Valid
X2.5	0,453	0,2404	Valid
X2.6	0,658	0,2404	Valid
X2.7	0,721	0,2404	Valid
X2.8	0,563	0,2404	Valid
X2.9	0,432	0,2404	Valid

The following table indicates the correlation coefficient of each question from Variable Y (Employee Performance), which demonstrates the validity value of the question in consideration.

**Table 4 Question validity from Variable Y (Employee Performance)**

Item	r count	r table	Information
Y.1	0,631	0,2404	Valid
Y.2	0,537	0,2404	Valid
Y.3	0,821	0,2404	Valid
Y.4	0,747	0,2404	Valid
Y.5	0,747	0,2404	Valid
Y.6	0,747	0,2404	Valid
Y.7	0,753	0,2404	Valid

From the results of data processing above, it appears that the correlation between the scores of each question item on the total score of the questions shows significant results as indicated by a significance value greater than the value of the r table. Thus it can be concluded that all the questions in this study are valid.

## 2. Data Reliability Test

A reliability test is used to determine whether the answers given by respondents can be trusted or relied on. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. According to Huslina (2015), an instrument can be said to be reliable if the coefficient has reliability or alpha of 0.6 or vice versa.

**Table 5. Data Reliability of Each Variable**

Variable	Cronbach alpha value	Information
X1	0,643	Reliable
X2	0,631	Reliable
Y	0,824	Reliable

From the test results above, the Cronbach alpha value is greater than 0.6. This shows that the entire instrument is reliable so that the answers given by the respondents can be trusted.

## 3. Hypothesis Proving and Discussion

The results of the analysis of the coefficients of the regression model are as listed in Table 5 below.

**Table 6. Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.551	3.902		6.805	.000
Financial Compensation	.206	.100	.227	2.053	.044
Non-Financial Compensation	.248	.069	.399	3.613	.001

### a. Dependent Variable: Employee Performance

Based on Table 5, the regression model obtained is as follows:

$$Y = \alpha + \beta X_1 + \beta_2 X_2$$

$$Y = 26.551 + 0.206 X_1 + 0.248 X_2$$

The constant  $\alpha$  of 26,551 gives an understanding that if there is an implementation of financial compensation and non-financial compensation or the value of the variable is constant, then the employee performance is 26,551 units.

While the  $\beta$  value which is the regression coefficient of the X1 variable of 0.206 means that if there is an increase in financial compensation of 1 unit, there will be an increase in employee performance of 0.206 units with the assumption that other variables are fixed or constant.

While the  $\beta_2$  value which is the regression coefficient of the X2 variable of 0.248 means that if there is an increase in non-financial compensation by 1 unit, there will be an increase in employee performance of 0.248 units assuming other variables are fixed or constant.

#### 4. Hypothesis test

The F test is used to test whether or not the regression model is used to determine the effect of financial compensation and non-financial compensation on employee performance simultaneously. The results of the F test are as follows:

Table 7. Simultaneous Testing

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.062	2	43.031	6.834	.002 <sup>b</sup>
	Residual	403.013	64	6.297		
	Total	489.075	66			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Nonfinancial Compensation, Financial Compensation

The results of the F test above show that the resulting  $F_{count}$  is 6,834 with a significant level of 0.002 less than 5% ( $sig < 5\%$ ), meaning that the resulting regression model is suitable to be used to determine the effect of financial compensation and non-financial compensation on employee performance.

A T-test is used to determine the effect of financial compensation and non-financial compensation on employee performance partially. The following are the results of the t-test:

Table 8. Partial Test

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.551	3.902		6.805	.000
	Financial Compensation	.206	.100	.227	2.053	.044
	Non-Financial Compensation	.248	.069	.399	3.613	.001

a. Dependent Variable: Employee Performance

The results of the t-test in Table 7 above show that:

1. The value of the t-count on the financial compensation variable is 2.053 with a significant level of 0.044. Since the significant level of this variable is less than 5% ( $sig < 5\%$ ), this means that the financial compensation variable partially affects employee performance.
2. The t-count on the non-financial compensation variable is 3.613 with a significant level of 0.001. Since the significant level of this variable is less than 5% ( $sig < 5\%$ ), this means that the non-financial compensation variable partially affects employee performance.

### 3.2 Discussion

#### 1. The Effect of Financial Compensation on Employee Performance

Based on the results of the study, it was found that financial compensation affected employee performance. These results indicate that the compensation provided by the company to workers is one of the important factors that leaders need to pay attention to. Adequate compensation is an incentive for employees to work harder and be more responsible in carrying out the work assigned to them by the company. So it can be said that compensation can affect employee performance. Financial compensation in the form of salaries and incentives, which are adjusted to the conditions in the field, including the suitability of the salary given by the company to employees is decent, the salary earned is as expected, the salary can meet daily needs, and the provision of incentives when it meets the encouragement and work expectations of several employees properly so that they can motivate employees to work and provide good performance to the company, as well as indirect compensation received by employees. It can be concluded that financial compensation does affect employee performance. The implementation of company compensation is following the theory of (Mangkunegara, 2013), namely, the compensation given to employees is very influential on the level of job satisfaction and work motivation, as well as work results. Companies that determine the level of wages taking into account the normal standard of living, will allow employees to work with motivation. This should be a guide for the company to pay more attention to the equality of incentives within the company. The results of research by Ghazanfar et al. (2011) show that compensation satisfaction has a strong and significant influence on work motivation. Likewise, the results of research by Vecchio et al. (2010) found that the salary variable which is compensation significantly affects performance. The findings of this study are in line with research by Kinasih et al. (2014) that financial compensation affects work motivation. So, the satisfaction received from financial compensation

provided by the company to employees makes the employee motivated to provide and increase work contributions to the company. Sari et al. (2016) argue that financial compensation and non-financial compensation variables can explain employee performance. Multiple Linear Regression shows that the independent variables have positive coefficient values, each with financial compensation as the independent variable that most dominantly affects employee performance.

## 2. The Effect of Non-Financial Compensation on Employee Performance

Based on the results of the study, it was found that non-financial compensation had an effect on employee performance. This shows that by increasing non-financial compensation, performance will increase. It can be analyzed that non-financial compensation related to the work itself and the work environment is very influential or the most dominant among the variables used in this study on improving performance. In the productive age of work, employees need more work facilities needed to support employee performance and the challenges of what they are doing so that employee performance can increase. Another study by Putrayasa (2014) obtained the results of the effect of non-financial compensation (X1) on performance (Y) of 0.375 or 37%. Every time there is an increase in non-financial compensation of 1%, the employee's performance will increase, which means that the higher the non-financial compensation provided, the higher the employee's performance. From the two research results, it can be concluded that any increase in the provision of non-financial compensation will be followed by an increase in employee performance. This proves that non-financial compensation will have an effect on increasing employee performance to get to company goals effectively and efficiently, so fair and proper compensation must be given (Simamora, 2006:451). This is the principle of providing compensation which has a direct impact on improving employee performance. Non-financial compensation, which includes the work environment and the work itself, is closely related to the process of completing the tasks assigned by the company, which in essence is the fulfillment of needs during the work process that must be met following applicable rules and standards.

## 4. Conclusion

Based on the analysis of the research results that have been discussed in chapter IV, it can be concluded as follows:

1. Financial Compensation has a positive and significant influence partially on the Employee Performance of PT Pelabuhan Indonesia III (Persero) East Java Region;
2. Non-financial compensation has a positive and significant effect partially on the Employee Performance of PT Pelabuhan Indonesia III (Persero) East Java Region;
3. Financial Compensation and Non-Financial Compensation have a positive and significant effect simultaneously on the Employee Performance of PT Pelabuhan Indonesia III (Persero) East Java Region.

The result of the research shows that in the X1 variable, the frequency distribution that has the lowest value is in the second statement, namely "the salary given by the company is following the work". In this case, the author can provide suggestions and input to the company to be able to do a job analysis or workload analysis more deeply to each employee, so it is hoped that the compensation in the form of salary can be adjusted to the division of the team's workload in each unit which is carried out evenly and fairly. Meanwhile, the highest frequency distribution value is found in the fifth statement, namely "allowances provided by the company following company policies". For this condition, the authors provide advice and input to the company to continue to be able to provide various benefits to employees according to existing conditions and even increase benefits in the future which will motivate and support employee performance.

The results of the study indicate that the fifth statement "My work environment is comfortable and conducive to work" has the highest frequency distribution value for the X2 variable, so the author can provide input to the company in the future to continue to pay attention to a comfortable and conducive work environment to support employees in finish the job. While the statement that has the lowest score is in the ninth statement "I received training according to work needs" for that the author can provide input to the company to be able to re-evaluate the needs of each employee for the training needed to support each job. For example, for employees who are in the General Section, training related to service/customer service can be carried out to increase customer satisfaction, both for internal and external parties.

From the results of the research in the previous chapter, it shows that for the value of the Y variable frequency distribution, the lowest value is in the statement "I finish my work quickly" which means that every employee does not consider the speed of work because the various types and tasks given to each employee require time to learn, evaluate, and analyze the task but still must be able to achieve the specified time target. In this case, employees consider neatness & accuracy to be a priority in completing work to minimize errors, according to the frequency distribution value obtained with the highest value, namely the fourth statement "I always pay attention to neatness at work" and the fifth statement "I always prioritize accuracy in work". These



two statements get the highest score chosen by employees as a consideration in completing tasks and work. So that the author can provide suggestions for companies to still be able to measure employee performance from the level of accuracy and neatness in work, but still be measured from the target time of completion of work.

The coefficient of determination or R-square shows that the variable X, namely financial compensation and non-financial compensation, can explain changes in employee performance variables by 22.4%. Given that the independent variables in this study are very important in influencing performance, it is hoped that the results of this study can be used as a reference for further researches. For this reason, the author provides suggestions and input to other writers to develop this research, especially regarding employee performance by considering other variables which are other variables outside the variables that have been included in this study, so that it is expected to be able to conduct more in-depth research and discussion.

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